

MGMT 4613: International Management
Sec 503
Spring 2016

Spears School of Business
Oklahoma State University

Instructor: Dr. Federico Aime

Contact Information:

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Office Hours: By appointment. Contact me by email to schedule. May be held by phone, through other media or in person depending on location and time.

Course Site: Desire2Learn (Online Classroom): <http://oc.okstate.edu>

Administrative contact: spearsdistance@okstate.edu

Overview of the Course: This is the core course on International Management required for all business majors. International Management is an integrative capstone course that challenges students to study and experience sets of issues that impact international business management.

Course Prerequisites: Please refer to the online catalog and/or your advisor for prerequisites.

Course Goals: This course introduces students of business to the complexities of the strategies and structures of international businesses and assesses how and why the world's countries differ as business contexts by presenting a thorough review of the economics and politics of international trade and investment and the functions and form of the global monetary system. It contributes to student's professional development by contrasting the national and cultural idiosyncrasies that should affect top management decision making. In doing so, it prepares students to better understand how the actions of their major area of specialization (e.g., marketing, finance, HR) may contribute to overall firm performance in international settings and the constraints that such settings may impose on functional actions.

- **Learning Goal 1 – Business Knowledge and Competency**

Students will:

Demonstrate a foundational knowledge of business vocabulary, processes, environment, and practices;

Recognize the interrelationship of business disciplines; and

Recognize and appreciate global differences and applications.

- **Learning Goal 2 – Critical Thinking**

Students will:

Make correct inferences from data and information they are provided; and

Evaluate information to select optimal solutions.

- **Learning Goal 3 – Written Communication**

Students will produce effective, written, business communication that:

Is written in a business-like fashion and appropriate to the audience;

Is well-organized and concise; and
Uses correct grammar, spelling, and mechanics.

- **Learning Goal 4 – Innovation**

Students will

Conceive novel ideas (creativity);

Implementation new ideas within entities (innovation); and/or

Convert ideas into economically viable operations (entrepreneurship).

Texts and Supplementary Materials: A custom e-book is available for the class through McGraw Hill. The e-book can be purchased through the following link: <https://create.mheducation.com/shop/> and the ISBN for the custom book is: 9781121781689.

Link: <https://create.mheducation.com/shop/#/catalog/details/?isbn=9781121781689>

Grading Policy: The grades in this class break down as follows:

Online quizzes (Group based)	=	800 points
Online Discussion (Group based)	=	800 points
Class Participation	=	700 points
Midterm	=	1,500 points
Final Exam	=	3,400 points
Country Analysis	=	1,400 points
<u>Case analysis</u>	=	<u>1,400 points</u>
 TOTAL	=	 10,000 points

Exams: Each exam will cover *all* readings, lectures, cases, exercises, and class discussions up to that point in the course (i.e., all exams are cumulative). Exams will be held online at fixed dates and hours. They will have specified start and finish times and must be completed within that range of time. While they are open book given the distance nature of the course, the time allowed for the test will be based on the time allowed in my in-person class for a similar test and should therefore be too tight for students to be looking up answers during the test. In the past, students who have done best in these tests have prepared for them as they would prepare for an in-class test. Tests will be multiple-choice.

You should plan ahead to be available and have a computer and Internet connection to take the test at the specified test time. If you have a constraint that limits your ability to take the test at the specified time, an alternative test and testing time can be made available to you on request. I will only grant requests for alternative times and tests during the second week of the course, so plan ahead.

Except in very specific cases, missing an exam will result in a zero. Make-up exams are provided only for students with documented extenuating circumstances such as family crisis, illness, accident, etc. that were prevented from taking the test at the scheduled time. Also, make-up exams may not be used to replace an earlier poor performance on a test. Should a make-up exam be necessary, you should contact me to make arrangements for the alternative date & time.

Team Activities: The class will be divided randomly into teams for the duration of the course. Teams will be responsible for three major activities: (a) answering the quizzes, which will be group-based and should provide an opportunity for you to discuss the main ideas in each lecture and therefore to be better prepared for the exams; (b) Online discussion position papers, which are group based, and (c) sharing

information, discussing and collaborating with each other for the country analysis which is individual based but in which you can all benefit from collaborating before each one prepares an individual final report.

Teams will be provided with team discussion boards to discuss projects. I will review the discussion forum to assess your contributions and determine class participation points and drop comments and suggestions for the group if needed. Class participation points will be based on the quality of your contribution to the team projects as assessed by me with your group's input as an aid.

I encourage you to discuss issues and concepts and to organize your team work through your discussion board. I will not provide specific guidelines or hold you accountable for a specific number of inputs in the board, but the more you all interact the better the potential result for your projects.

- ▶ **Quizzes:** The quizzes will be opened for answers one week before they are due and will remain open up to the due date (no exceptions here). Quizzes should be an opportunity to review the material and get to understand it better. You can organize the work with your group in any way you prefer given the deadlines. However, my past experience shows that groups that went over the material with regularity over the length of the course tended to do better. I would like to highlight that every team member is allowed to submit the quiz. **There is not only one person allowed to submit it** and you can submit as many quizzes as you need before the final one. After your first submission, you should compare the answers with your teammates. When you get to an agreement about the answers, you have to decide who is going to submit the final quiz with the group's answers. I would recommend you to **send Maialen, my TA, an email** specifying the group member and the name of the student responsible of submitting the final quiz that week. If you don't send us anything, we will take into account the last quiz the group in overall have submitted. My experience as a faculty and as a business professional indicates that some people use group work as an excuse to “free ride” and shirk cooperative responsibilities, so I will be observing your behavior as a group member and will be willing to adjust individual scores if a situation arises.
- ▶ **Online Discussions –position papers:** This is one, one to two page position paper to be completed as a group. You can choose to write bullet points or an essay or a combination of the two, as long as I can understand the contents of your answer. Questions for the online discussion are included in the lectures. This section will have only one online discussion that is included in the globalization lecture. You need to address all the questions as a group and come to an agreement using the discussion board and then write the position paper. You can address disagreements in the paper by commenting on the supporting arguments for each position. I care more about the argumentation or why you think what you think than about the position you take on the discussion subject.
- ▶ **Class Participation:** The team-based components of the course make some participation critical. I will keep track of your individual participation in team activities. Participation includes showing you are prepared in group discussions (group chat supported), making relevant contributions to the discussion, asking pertinent questions, politely accepting the opinions of other students, helping clarify an issue, offering an alternate point of view, and so forth. As in a business setting, the positive, active participation of all members increases the benefit to all by making the outcome and the learning experience better. **Try to agree on the answers to your quiz questions online and then assign a team member to submit the final quiz.** It is illegal to consult with members of other teams. The quizzes are intended as an opportunity to discuss course material and learn from different people's opinions. If you share information or distribute work and share it by email, make sure you comment about it

in the chat. There is also a line between useful and excessive discussion and participation. Make sure you come to your decisions in an efficient way. Remember that in organizations, you have to be efficient to be successful and get everything done.

Individual Activities: You will be responsible for two individual projects for the class.

- ▶ **Country Analysis:** This is an individual work but groups can exchange information and discuss material relevant to the project. Group must choose a country for the entire group. None of the group members can be original from the chosen country. Due date is one week after the midterm exam. Deliverable is five page country analyses that answers the questions in the assignment. Each report must be individual work that benefits but does not purely replicate the shared work of the group. Grade will be based on the quality and depth of your analysis. I prefer papers that include class material in the answers to the assigned questions. A formal set of questions for the exercise will be available online two weeks prior to the due date for the project.
- ▶ **Case Assignment:** Each class member will present a case analysis and discussion summary, which should be 5 to six double-spaced pages and is due on the date and time indicated in the course schedule (last page of this syllabus). I will not accept late submissions. Important is to take a position on the case and support it. I will not be testing style, but clarity is essential for me to follow your ideas. Grade will be based on the quality of the support for your answer. Use class lectures, videos and materials. Work should be strictly individual.

Your performance will be assessed using the following dimensions:

1. Diagnosis – the degree of thoroughness, indicated by the use of all appropriate course materials (neither more nor less than applicable) and adequate citation of evidence (symptoms) from the case.
2. Solution – use of course material, realism, and feasibility given the facts and constraints of the case situation.
3. Action – sufficiently detailed, clearly outlined steps to be followed to implement the solution.
4. Evaluation – clear correspondence between the problem statement and solution(s) offered by the team; realistic success indicators identified.

When evaluating the case think of yourself as a consultant in an engagement with the firm in the case. Make recommendations and diagnose points as if you were presenting a recommendation to the senior management of the firm.

Course Grade Calculation: Final point scores will be converted into course grades using the following scale based on the percentage of total points achieved for the course:

<u>Percent of total points</u>	<u>Course Grade</u>
90% or more	A
80 to 89.9%	B
70 to 79.9%	C
60 to 69.9%	D
00 to 59.9%	F

Incomplete grades (“I”) will only be given if the criteria described in the current OSU catalogue is met, no exceptions. This means that poor performance in the course or failing to withdraw by the corresponding deadline are not reasons for awarding an “I”.

(No adjustments will be made)

University Policies

Drop Policy: Last add/drop, non-restrictive..... 01/27/2016
Last DRW 50% / Last add restrictive..... 01/29/2016

Academic Integrity: Academic dishonesty **WILL NOT BE TOLERATED IN ANY FORM**. The following paragraph, extracted from the OSU Academic Integrity Policy, represents the policy of this course:

“Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in you being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, <http://academicintegrity.okstate.edu/>.”

Although you may discuss assignments outside of class, turning in identical assignments will be considered cheating and will result in a zero grade on the assignments and could result in more severe penalties as allowed by the OSU Academic Integrity Policy. The use of solution manuals, solutions from prior terms or from the Web, copying from other students (either in the current semester or prior terms), or any such “aids” will be considered a violation to academic integrity and will be treated accordingly. Copying others or aiding others during exams will be penalized severely. Further, any materials used from any source must be cited properly. When the instructor feels beyond reasonable doubt that dishonesty has occurred, he will award a zero in the assignment, document the case, and initiate the corresponding Academic Integrity Procedures (<http://academicintegrity.okstate.edu/>). If you are in doubt about the acceptability of a particular action or activity, consult with the instructor prior to engaging in the action or activity.

SYLLABUS ATTACHMENT

For more information about OSU policies see:

<http://academicaffairs.okstate.edu/images/Patty/FacultyandStaffResources/Syllabus/spring%202014%20syllabus%20final%20with%20copyright%20statement.pdf>

Disability Accommodations: Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so necessary accommodations to ensure full participation and facilitate your educational opportunity are provided. For more information about OSU Student Disability Services, please go to:

<http://sds.okstate.edu/>

Schedule: The following schedule is tentative and subject to change as needed throughout the course. The readings are from the Text / Online PDF book.

Tentative Schedule

Week/Lecture	Topic	Assignment	Due/At
Week 1 Lecture 1	Introduction	Slides / Video Lecture 1 Read: Syllabus /	
Lecture 2a	Globalization	Slides / Video Lectures 2A Readings: pg. 4-29	
Week 2 Lecture 2b		Slides / Video Lectures 2B Readings: pg. 4-29	
Week 3 Lecture 3	Differences in Political Economy	Readings: pg. 30-61 Slides / Video Lecture 3	ONLINE DISCUSSION – 1 Fri 02/12, 11:59pm
Week 4 Lecture 4	Differences in Culture	Readings: pg. 92-117 Slides / Video Lecture 4	GROUP QUIZ – 1 Fri 02/19, 11:59 pm
Lecture 5	International Business Ethics	Slides / Video Lecture 5	
Week 5 MIDTERM EXAM	Lectures 1 to 5 for MIDTERM	Readings: pg. 62-89 and pg. 118-141 Slides / Video Lecture 6 and 7	MIDTERM Tue 02/23, 7:15 PM
Lecture 6 Lecture 7	The Politics of Global Trade Foreign Exchange		
Week 6 Lecture 8	International Strategy	Readings: pg. 168-193 Slides / Video Lecture 8	
Lecture 9	Organization	Readings: pg. 194-217 Slides / Video Lecture 9	COUNTRY ANALYSIS Fri 03/04 11:59 PM
Week 7 Lecture 10	Entry Strategy and Alliances	Readings: pg. 218-237 Slides / Video Lecture 10	GROUP QUIZ – 2 Fri 03/11, 11:59 PM
Lecture 11	Global Logistics	Readings: pg. 238-263 Slides / Video Lecture 11	
<i>SPRING BREAK</i>			
Week 8 Final Remarks and Case wrap	Work in the Case and prepare for the final		
Case Analysis		Drop Report in D2L drop-box Case: Phillips vs. Matsushita	Tue 03/22, 11:59 PM
FINAL EXAM		All course content	Thursday 03/24, 7:15 PM

Questions or Comments: Please feel free to contact me about any questions or comments you may have about the course material or other aspects of the class. Your suggestions are always welcome.